

(F)

JOURNALISTS - ATTUNED TO PUBLIC ATTITUDES

WHY - DAY AND AGE - CONTINUE CALL WAR COLLEGE

BECAUSE - STUDY WAR

WHAT IS

CAUSES

HOW AVOID

HOW FIGHT IF MUST

NOT PROMOTING WAR - MORE WAR

ILLEGIB

CANCER SOCIETY NOT PROMOTING CANCER

SHOULD UNDERSTAND - NOT BAD - CONSTRUCTIVE

DOWN IN HEART - KNOW WON'T WORK - AT LEAST SUSPECT WON'T

POSTPONED -

ILLEGIB

SO MANY OTHER CHANGES

TALK ABOUT CHANGES

NOT ACADEMIC DETAIL

BUT WHY MADE - REFLECTS CHANGING NEEDS AND

CHARACTER OF U.S. MILITARY TODAY.

SET STAGE

450 STUDENTS

LT - CAPT - 32 - 42

60% Navy

10 MONTHS - MID CAREER EDUCATION

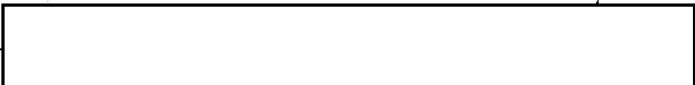
NOT PG

BROADEN - NOT NARROW

*BEST COPY*  
*Available*

ALL UNIVERSITIES MUST ASSESS PROGRAMS IN LIGHT CHANGING

NEEDS - CHANGING CONDITIONS FINDS ITSELF

FOUR CHANGES: 

ILLEGIB

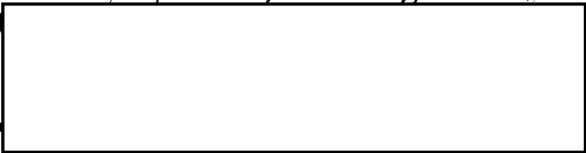
1. ATTEMPT TO REDESIGN CURRICULUM TO ONE OF MORE ENDURING  
UTILITY TO STUDENTS.

CHANGED FROM FACTUALLY-ORIENTED CURRICULUM, STRESSING  
CONTEMPORARY INTERNATIONAL RELATIONS AND FOREIGN

POLICY TO ONE DESIGNED TO IMPROVE INDIVIDUAL THINKING  
PROCESSES TOOLS

ILLEGIB

BI-POLAR - MULTI-POLAR - ATHENS

PRIMARY REASON - RATE CHANGE 

- TACTICS - TECHNOLOGY
- MANAGEMENT - AMAZING STUDIES 60's ANALYTIC TECHNIQUES -  
70's PROPER PLACE
- STRATEGY - YOU MORE AWARE EVOLVING NATURE STRATEGIC  
POSITION AND NATIONAL OBJECTIVES :

MUST DEVELOP OFFICERS PREPARED COPE CHANGE

2. STRESS RIGOROUS THINKING - TRUE ACADEMIC EXCELLENCE/

ABILITY TO ANALYZE PROBLEMS AND REACH LOGICAL

DECISIONS ESPECIALLY THOSE INVOLVING UNCERTAINTY 

ILLEGIB

NEWTONIAN - 

ILLEGIB

ILLEGIB

READING - WRITING - INDIVIDUAL EFFORT - EXAMS MID CAREER

ILLEGIB

GOVERNMENT IS COMPLEX; INTELLECTUALS IN GOVERNMENT ARE  
SHARP; INTELLECTUALS OUTSIDE - KEEP ON METTLE - U.S. NAVY  
THINKING MUST BE AS INCISIVE IF NAVY PROGRAMS OF MERIT ARE TO,  
SURVIVE UNDER CRITICAL ANALYSIS.

ILLEGIB

3. MORE EMPHASIS MANAGEMENT

NEED NOT EMPHASIZE TO YOU -

COST OVERRUNS

BUDGET CRISES

HARDWARE DOES NOT PERFORM

PROCUREMENTS NOT NEEDED

MUST UNDERSTAND NEW ANALYTIC TECHNIQUES - TOOLS

MUST UNDERSTAND BUREAUCRACY - INCENTIVES MAKE IT RESPOND

MUST UNDERSTAND CONGRESS - BEST DECISION

MUST UNDERSTAND INDUSTRY - ITS POINT OF VIEW

IF THINK, MIC JUST SINISTER COLLUSION -

SHOULD HEAR EXCHANGES WE HAVE - STUDENTS - VP's

ILLEGIB

OF INDUSTRY

4. EXPOSE STUDENTS TO WIDE DIVERSITY OF VIEWPOINTS

CONGRESS

ASPIN

GOLDWATER

MILITARY-MEDIA

2 DAYS - NOVEMBER

TONY LEWIS

DAVID HALBERSTAM

STUART LOORY

GETLEIN

ROSENTHAL

DREW MIDDLETON

JIM HAGERTY

REEDY

EXPOSED TO EACH OTHERS VIEWS

HALBERSTAM

IMPORTANT TO ALL-VOLUNTEER FORCE THAT MILITARY BE MORE  
TOLERANT OF DIVERGENT VIEWS.

A. FLEXIBLE TO CHANGING SOCIETAL NORMS: LONG HAIR  
AND BEARDS DO NOT NECESSARILY SIGNAL REFUSAL TO  
ACCEPT ORDERS, OR GUARANTEED INEFFICIENCY. STORY OF  
ACADEMIC FREEDOM.

B. SOCIETY WILL NO LONGER TOLERATE A "BY THE NUMBERS"  
APPROACH. INDIVIDUALISM MUST BE RECOGNIZED (THE  
WORTH OF THE INDIVIDUAL) AS AN ASSET.

ILLEGIB

RECRUITMENT AND RETENTION #1 ISSUE

1. MUST SELL TO YOUNG PEOPLE TO RECRUIT THEM.

DELIVER GOOD PRODUCT - ACCEPT FOR CAREER

MUST BE A VIABLE ALTERNATIVE TO CIVILIAN EMPLOYMENT

(INCLUDES JOB SATISFACTION, FREEDOM FROM UNNECESSARY  
HARRASSMENT, REASONABLE FAMILY STABILITY, COMPETITIVE  
WAGES, SOURCE OF PRIDE, ETC.).

WE CAN'T DRAW YOUNG PEOPLE FROM SOCIETY UNLESS WE  
UNDERSTAND WHAT THAT SOCIETY IS LIKE AND UNLESS REFLECT  
ITS VIEWS AND NORMS AS FAR AS IS COMPATIBLE WITH TRUE  
MILITARY REQUIREMENTS OF DISCIPLINE, READINESS, TRAINING.

IN SUMMARY:

THE NEW PROFESSIONAL NAVAL OFFICER

A. MORE SOPHISTICATED THINKER - THAN PREDECESSOR

1. FOREIGN POLICY IS COMPLEX; MILITARY MUST UNDERSTAND

ITS SUBTLETIES IF WE ARE TO CARRY OUR OUR PART OF  
IT ACCURATELY; NEW BALANCE OF POWER IS NOT A QUESTION

OF WIN OR LOSE BUT A CAREFUL ORCHESTRATION OF GREYS

2. EMPHASIS IN MILITARY FORCE IS NOW ON DETERRENCE. DESIGNING

A MILITARY TO ACCOMPLISH DETERRENCE IS EXCEEDINGLY  
DIFFICULT. IT DEPENDS ON OUR ASSESSMENT OF OTHER  
COUNTRIES' MOTIVES, DESIRES, PROBABLE ACTIONS, AND  
PERCEPTIONS OF OURSELVES AND OF THEMSELVES IN THE  
WORLD

CONCLUSION:     ~~SOLUTION OF THESE~~ "PROBLEMS WITHOUT PRECISE  
ANSWERS" CALLS FOR HIGH LEVEL INTELLECTUALISM.  
WE AT THE WAR COLLEGE ARE TRYING TO PREPARE  
NAVAL OFFICERS FOR THIS TASK.

JOURNALISTS - ATTUNED TO PUBLIC ATTITUDES

WHY - DAY AND AGE - CONTINUE CALL WAR COLLEGE

BECAUSE - STUDY WAR

WHAT IS

CAUSES

HOW AVOID

HOW FIGHT IF MUST

NOT PROMOTING WAR - MORE WAR

CANCER SOCIETY NOT PROMOTING CANCER

SHOULD UNDERSTAND - NOT BAD - CONSTRUCTIVE

DOWN IN HEART - KNOW WON'T WORK - AT LEAST SUSPECT WON'T

POSTPONED

SO MANY OTHER CHANGES

TALK ABOUT CHANGES

NOT ACADEMIC DETAIL

BUT WHY MADE - REFLECTS CHANGING NEEDS AND

CHARACTER OF U.S. MILITARY TODAY.

SET STAGE

450 STUDENTS

LT - CAPT - 32 - 42

60% Navy

10 MONTHS - MID CAREER EDUCATION

NOT PG

BROADEN - NOT NARROW



ALL UNIVERSITIES MUST ASSESS PROGRAMS IN LIGHT CHANGING  
NEEDS - CHANGING CONDITIONS FINDS ITSELF

FOUR CHANGES:

1. ATTEMPT TO REDESIGN CURRICULUM TO ONE OF MORE ENDURING  
UTILITY TO STUDENTS.

CHANGED FROM FACTUALLY-ORIENTED CURRICULUM, STRESSING  
CONTEMPORARY INTERNATIONAL RELATIONS AND FOREIGN  
POLICY TO ONE DESIGNED TO IMPROVE INDIVIDUAL THINKING

PROCESSES - TOOLS

BI-POLAR - MULTI-POLAR - ATHENS

PRIMARY REASON - RATE CHANGE

- TACTICS - TECHNOLOGY
- MANAGEMENT - AMAZING STUDIES 60's ANALYTIC TECHNIQUES -  
70's PROPER PLACE
- STRATEGY - YOU MORE AWARE EVOLVING NATURE STRATEGIC  
POSITION AND NATIONAL OBJECTIVES .

MUST DEVELOP OFFICERS PREPARED COPE CHANGE

2. STRESS RIGOROUS THINKING - TRUE ACADEMIC EXCELLENCE

ABILITY TO ANALYZE PROBLEMS AND REACH LOGICAL  
DECISIONS ESPECIALLY THOSE INVOLVING UNCERTAINTY  
NEWTONIAN

READING - WRITING - INDIVIDUAL EFFORT - EXAMS MID CAREER

~~GOVERNMENT IS COMPLEX; INTELLECTUALS IN GOVERNMENT ARE~~  
SHARP; INTELLECTUALS OUTSIDE - KEEP ON METTLE - U.S. NAVY  
THINKING MUST BE AS INCISIVE IF NAVY PROGRAMS OF MERIT ARE TO  
SURVIVE UNDER CRITICAL ANALYSIS.

3. MORE EMPHASIS MANAGEMENT

NEED NOT EMPHASIZE TO YOU -

COST OVERRUNS

BUDGET CRISES

HARDWARE DOES NOT PERFORM

PROCUREMENTS NOT NEEDED

MUST UNDERSTAND NEW ANALYTIC TECHNIQUES - TOOLS

MUST UNDERSTAND BUREAUCRACY - INCENTIVES MAKE IT RESPOND

MUST UNDERSTAND CONGRESS - BEST DECISION

MUST UNDERSTAND INDUSTRY - ITS POINT OF VIEW

IF THINK, MIC JUST SINISTER COLLUSION -

SHOULD HEAR EXCHANGES WE HAVE - STUDENTS - VP's

OF INDUSTRY

4. EXPOSE STUDENTS TO WIDE DIVERSITY OF VIEWPOINTS

CONGRESS

ASPIN

GOLDWATER

MILITARY-MEDIA

2 DAYS - NOVEMBER

TONY LEWIS

DAVID HALBERSTAM

STUART LOORY

GETLEIN

ROSENTHAL

DREW MIDDLETON

JIM HAGERTY

REEDY

EXPOSED TO EACH OTHERS VIEWS

HALBERSTAM

---

IMPORTANT TO ALL-VOLUNTEER FORCE THAT MILITARY BE MORE  
TOLERANT OF DIVERGENT VIEWS.

A. FLEXIBLE TO CHANGING SOCIETAL NORMS: LONG HAIR

AND BEARDS DO NOT NECESSARILY SIGNAL REFUSAL TO  
ACCEPT ORDERS OR GUARANTEED INEFFICIENCY. STORY OF  
ACADEMIC FREEDOM.

B. SOCIETY WILL NO LONGER TOLERATE A "BY THE NUMBERS"

APPROACH. INDIVIDUALISM MUST BE RECOGNIZED (THE  
WORTH OF THE INDIVIDUAL) AS AN ASSET.

RECRUITMENT AND RETENTION #1 ISSUE

1. MUST SELL TO YOUNG PEOPLE TO RECRUIT THEM.

DELIVER GOOD PRODUCT - ACCEPT FOR CAREER

MUST BE A VIABLE ALTERNATIVE TO CIVILIAN EMPLOYMENT

(INCLUDES JOB SATISFACTION, FREEDOM FROM UNNECESSARY  
HARRASSMENT, REASONABLE FAMILY STABILITY, COMPETITIVE  
WAGES, SOURCE OF PRIDE, ETC.).

WE CAN'T DRAW YOUNG PEOPLE FROM SOCIETY UNLESS WE  
UNDERSTAND WHAT THAT SOCIETY IS LIKE AND UNLESS REFLECT  
ITS VIEWS AND NORMS AS FAR AS IS COMPATIBLE WITH TRUE  
MILITARY REQUIREMENTS OF DISCIPLINE, READINESS, TRAINING.

IN SUMMARY:

THE NEW PROFESSIONAL NAVAL OFFICER

A. MORE SOPHISTICATED THINKER - THAN PREDECESSOR

1. FOREIGN POLICY IS COMPLEX; MILITARY MUST UNDERSTAND  
ITS SUBTLETIES IF WE ARE TO CARRY OUR PART OF  
IT ACCURATELY; NEW BALANCE OF POWER IS NOT A QUESTION  
OF WIN OR LOSE BUT A CAREFUL ORCHESTRATION OF GREYS
2. EMPHASIS IN MILITARY FORCE IS NOW ON DETERRENCE. DESIGNING  
A MILITARY TO ACCOMPLISH DETERRENCE IS EXCEEDINGLY  
DIFFICULT. IT DEPENDS ON OUR ASSESSMENT OF OTHER  
COUNTRIES' MOTIVES, DESIRES, PROBABLE ACTIONS, AND  
PERCEPTIONS OF OURSELVES AND OF THEMSELVES IN THE  
WORLD

CONCLUSION: SOLUTION OF THESE "PROBLEMS WITHOUT PRECISE  
ANSWERS" CALLS FOR HIGH LEVEL INTELLECTUALISM.  
WE AT THE WAR COLLEGE ARE TRYING TO PREPARE  
NAVAL OFFICERS FOR THIS TASK.